

**PIMLICO COMMUNITY DEVELOPMENT AUTHORITY (PCDA)**  
**Summer 2006**  
**Notice of Funding Availability**

**OVERVIEW**

The intention of this Notice of Funding Availability (NoFA) is to begin implementation of the Human and Supportive Services recommendations contained in the Park Heights Master Plan.

The Park Heights Master Plan is a comprehensive plan for the revitalization of Park Heights, including recommendations that address physical infrastructure, land uses and human services. The plan recommends ways in which to foster a healthy community—defined by a safe, nurturing environment for children and youth, a vital, diverse local economy, and residents who are empowered, informed, educated and actively involved.

This NoFA is focused on the Human Services component of the plan. The Human Services section provides an overview of human service needs as well as recommendations about Health, Employment, Education, Safety, and Sanitation. While this funding is available for all human services identified in the plan, special consideration will be given to proposals that focus on youth, substance abuse, and/or seniors.

- While all human services are important to the long term health of the Park Heights neighborhood, our youth are our future, and thus the highest funding priority will be given to proposals that relate to youth enrichment.
- Given the highly pervasive nature of substance abuse in Park Heights, the second highest funding priority will be given to programs that address substance abuse. Programs related to substance abuse could be far ranging – including counseling, prevention, mental health services, job programs. Substance abuse treatment is eligible for funding, but applicants should carefully consider the cost effectiveness and impact of proposed treatment programs given the limited funding available.
- Programs that are targeted for seniors, or provide substantial benefits to seniors, will be given the third highest funding priority.

Examples of human service programs that could be funded under this NoFA include: youth job programs, early education programs, after school activities, counseling programs (homeownership, estate planning, public assistance, tax assistance, etc.), substance abuse prevention programs (for youth), health education campaigns, mental health programs for substance abusers, programs for recovering addicts.

## **FUNDING AVAILABILITY**

Total funding available through this NoFA is \$2 million. Funding can be used for operating or capital expenses.

Applicants may apply for a one time funding award ranging from \$30,000-\$200,000 or a three year funding award ranging from \$100,000-\$500,000. Applicants must specify in their application which type of funding is being sought and explain why.

Whether applicants are seeking one time funds or funding for three years, applicants must identify how the program will continue to serve the community once this source of funding is exhausted. To qualify for the three year funding award applicants, must make a strong case as to why multi-year funding is essential to the establishment and continuation of the program beyond the three years. Although a three year funding award is available, it will only be awarded on a limited basis as deemed necessary by the unique circumstances presented in the application.

## **PRE-PROPOSAL CONFERENCE**

Applicants are strongly encouraged to attend a pre-proposal conference. The pre-proposal conference will be held on ***Thursday, August 17, 2006 at 5:30p.m. at:***

Pimlico Race Course  
Clubhouse  
Hall of Fame Room – 2<sup>nd</sup> Floor  
Hayward and Winner Avenues  
Baltimore, Maryland 21215

*Use the Clubhouse entrance, take the elevator to the 2<sup>nd</sup> floor.*

Pimlico Community Development Authority representatives will present an overview of the NoFA process and answer questions.

## **APPLICATION TIMELINE AND REQUIREMENTS**

The projected NoFA schedule is:

**Advertisement of Notice of Funding Availability:** Monday, July 17, 2006

**Pre-proposal Conference:** Thursday, August 17, 2006

**Application Deadline:** Friday, September 15, 2006. Application must be received by 5pm. Finalist interviews will be scheduled as necessary.

**Commitment letters:** Approximately Friday, November 17, 2006

All applications should be sent to:

**Pimlico Community Development Authority**  
c/o Department of Planning  
417 East Fayette Street, 8<sup>th</sup> Floor  
Baltimore, Maryland 21202  
ATTN: Otis Rolley, III, Director, Department of Planning

To apply for funds, applicants must complete and submit twelve (12) copies of the attached Application. Applications and all required exhibits must be bound in a three-ring binder, with labeled dividers that correspond to the items on the Application Checklist. Incomplete applications and applications submitted after the deadline will not be accepted.

All documents submitted as part of this application are considered public record and will be made available to the public upon request with the exception of personal financial statements and private corporate financial statements.

Applicants are encouraged to contact Department of Planning at 410-396-5935 with questions regarding program requirements and the application process.

The Pimlico Community Development Authority (PCDA) reserves the rights to suspend, amend, or modify the provisions of this NoFA, to seek additional information from applicants, to reject all proposals, to negotiate modifications of proposals, or to award less than the full amount of the funding available.

### **ELIGIBILITY REQUIREMENTS**

Proposals must clearly demonstrate that the proposed project meets the Eligibility Requirements outlined below in order to be rated against the Project Selection Criteria and further considered for support:

1. Proposals must be consistent with the Park Heights Master Plan.  
The Park Heights Master Plan is available online at <http://www.baltimorecity.gov/government/planning/images/ParkHeightsPlan.pdf>.
2. Proposals must support human and supportive service needs in the Park Heights Master Plan area.
3. Proposals must provide at least a 1:1 funding match.
4. Proposals must be within established award ranges— one time funding award ranging from \$30,000-\$200,000 or a three year funding award ranging from \$100,000-\$500,000.

## **PROJECT SELECTION CRITERIA**

Proposed projects that meet the Eligibility Requirements will be evaluated on a competitive basis against other applications, based on the Project Selection Criteria. PCDA will rank all proposals that meet the eligibility requirements and make final selections from among the highest ranked proposals in consideration of the resources available. The Project Selection Criteria include, but are not limited to, the following:

### **Quality of Proposal (55 points)**

- Up to 10 points will be awarded for projects that demonstrate a community need. Up to an additional 5 points will be awarded for projects that focus on youth, substance abuse, and/or seniors. (15 points)
- Degree to which project impacts human services needs (# of people affected, degree to which people's lives are changed, etc.). (10 points)
- Cost effectiveness of project in addressing human services needs. (10 points)
- Degree to which approach to addressing human service needs is proven to be effective (or compelling rationale for innovative approach). (10 points)
- Degree to which project/program will continue to have an impact after this funding is exhausted. (10 points)

### **Capacity and Commitment (45 points)**

- Applicant's past performance on projects or special organizational characteristics that would demonstrate the capacity to carry out proposed activities. (10 points)
- Financial capacity of the applicant/project, including its funders, and the terms and strength of the financial commitment to the project. (10 points)
- Quality of management plan. (10 points)
- Quality of marketing plan. (5 points)
- Partnerships with other service providers. (5 points)
- Preference given to MBE and WBE participation beyond threshold requirement. In addition, preference given to Park Heights based service providers. (3 points)
- Project does not face insurmountable regulatory hurdles or constraints. (2 points)

**PIMLICO COMMUNITY DEVELOPMENT AUTHORITY**

**Park Heights Human and Supportive Services  
Notice of Funding Availability**

**APPLICATION REQUIREMENTS**

Twelve (12) copies, including all attachments, must be submitted, bound in a three-ring binder, with labeled dividers that correspond to the items on this Application Checklist. Please be advised that the applicant may substitute a different form or spreadsheet for any of the following items or reformat this document as needed, provided that all of the below information is included. Incomplete applications and applications submitted after the deadline will not be accepted. Applications must be submitted to:

**Pimlico Community Development Authority**  
c/o Department of Planning  
417 East Fayette Street, 8<sup>th</sup> Floor  
Baltimore, Maryland 21202  
ATTN: Otis Rolley, III, Director, Department of Planning

**APPLICATION CHECKLIST**

- A. Application Cover Sheet – see attached form
- B. Project Narrative – see attached form
- C. Budget and Financial Capacity – see attached form
- D. Performance Measurement Form – see attached form
- E. Evidence of Site Control. Applicants must attach a copy of the deed, lease, or purchase/lease option for the site(s) where services will be delivered.
- F. MBE/WBE Contract – see attached form
- G. Resumes of program administrator and key staff, including fiscal officer
- H. Articles of Incorporation and Bylaws
- I. State and Federal Tax Exemption Determination Letters (if applicable)
- J. Certificate of Good Standing from State of Maryland
- K. List of Board of Directors
- L. Board of Directors' Authorization to submit request
- M. Organizational chart
- N. Financial Statement or Audit

### A. Application Coversheet

**Date Submitted:** \_\_\_\_\_

**Submitted By:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Organization:** \_\_\_\_\_

**Address:** \_\_\_\_\_ **Telephone Number:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Zip Code:** \_\_\_\_\_ **Fax:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Funding Amount Requested:** \_\_\_\_\_ **One time or Three year:** \_\_\_\_\_

**Project Title:** \_\_\_\_\_

**Brief Project Description:** \_\_\_\_\_

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**Project Boundaries (include a map showing location of proposed activity):** \_\_\_\_\_

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## **B. Project Narrative**

1. Describe the need for the proposed activity within the community. Include any data that support this need. Explain how the project supports implementation of the Park Heights Master Plan. If applicable, explain how the project addresses the needs of youth, substance abuse, and seniors. If applicable, explain how the project addresses the needs of residents participating in the voluntary acquisition program.
2. Describe the services or activities to be completed and estimate the number of persons to be assisted. Describe how the activities provide direct benefits for the persons assisted and indirect benefits for the neighborhood. Persons to be assisted should be described in terms of age, gender, ethnicity and income level. Include any necessary data to demonstrate the impact of the proposed activities.
3. Compare the proposed program to other methods of addressing similar issues. Does the proposed program provide better results? Is the proposed program more cost effective? As appropriate, provide data or case studies to demonstrate why the chosen approach is preferred.
4. Indicate the timeline for this program/project. This must include all phases of the activity. Explain how the program will continue to have an impact once the requested funding (one year or three years) is exhausted. If seeking, three year funding award, explain why a three year funding award is necessary to establish and continue the program.
5. Provide a brief narrative on the types of activities undertaken by the organization, and, if appropriate, the success in carrying out the activity for which funding is requested. If the organization does not yet have a track record, describe what organizational characteristics make the organization likely to succeed.
6. Describe the management plan for implementing the program.
7. Describe the marketing plan for advertising the services available through the program.
8. Indicate how the program will complement or partner with other human services offered within the area.
9. Describe efforts that will be undertaken to achieve compliance with MBE/WBE Participation as set forth in Article 5, Subtitle 28 of the Baltimore City Code. Refer to MBE/WBE contract on page 17.
10. Describe the site where services will be provided. What is the size of the site? Present use of the site? Zoning of the site? Describe any potential hurdles or site constraints in using the site to offer the proposed services.

### **C. Budget and Financial Capacity**

If applying for operating funds, complete the line item operating budget below. If applying for capital funds, complete line item capital budget below.

In addition to completing the relevant form(s), provide a narrative response to the following questions:

1. Describe proposed use of requested funding. Describe how proposed funding will enhance existing program or allow creation of a new program.
2. Describe plans to use other funds for the program. In this section only describe funds that are secured. Provide the source of funds, amounts, period covered and how these funds will be used.
3. Describe plans to seek new funding. Describe the sources applied for, the amount requested and the proposed use of funds.
4. Describe use of donated goods and services. Indicate the source and estimate the value of these services and indicate how this value was determined.
5. Explain why program costs are considered reasonable.
6. Describe the organization's total current operating budget and the major sources and uses of funding.



## LINE ITEM BUDGET OPERATING BUDGET

**Guidance:** It is preferable that applicants use Microsoft Excel to complete the Operating Line Item Budget and include a digital version on disk or other media with the original application (only one copy of digital format needed, hard copy should be provided in each of twelve copies of application). Below is the general format. In Column A, list the position and the operating item for which funding is requested. In Column B provide the estimated costs for the line item. In Column C indicate the total projected costs for salaries and operating costs. In Column D, indicate the amount funding requested per line item.

A Budget Item	B Calculation	C TOTAL OPERATING COSTS	D Total amount Requested
<b>PERSONNEL COSTS</b>			
Salaried Positions – Job Titles	Indicate the rate of pay (hourly/salary) and percentage of time to be spent on the project.		
		\$	\$
		\$	\$
		\$	\$
		\$	\$
<b>Total Salaries</b>		\$	\$
Fringe Benefits		\$	\$
	<b>TOTAL PERSONNEL COSTS</b>	\$	\$
<b>OPERATING COSTS</b>	Provide a description of how estimated costs were reached	<b>TOTAL</b>	
Supplies		\$	\$
Equipment		\$	\$
Rent/Lease		\$	\$
Insurance		\$	\$
Printing		\$	\$
Telephone		\$	\$
Travel		\$	\$
	<b>TOTAL OPERATING COST</b>	\$	\$
<b>CONTRACT SERVICES</b>			
		\$	\$
		\$	\$
		\$	\$
	<b>TOTAL CONTRACT SERVICES</b>	\$	\$
<b>TOTAL AMOUNT OF FUNDS REQUESTED</b>			\$

## LINE ITEM BUDGET CONSTRUCTION/ACQUISITION COSTS ONLY

**Guidance:** It is preferable that applicants use Microsoft Excel to complete the Capital Line Item Budget and include a digital version on disk or other media with the original application (only one copy of digital format needed, hard copy should be provided in each of twelve copies of application). Below is the general format. In column A, list the items for which funding is requested. In Column B provide the calculation for estimated costs explaining how these costs were determined. In Column C provide the proposed amount of funding that will be required in order to complete the project. On the second page provide a description of other funds, volunteer and donated services/resources to be used in the project. In Column D indicate the total amount of funding requested for the project.

A Budget Item	B Calculation	C Total Project Costs	D Total amount of funding Requested
<b>PROJECT COSTS</b>	<b>Provide a description of how estimated costs were reached</b>		
<b>Acquisition</b>			
a. Cost of Building or Land		\$	\$
b. Settlement Costs		\$	\$
Hard Construction Costs			
a. Cost of Construction		\$	\$
b. Contingency		\$	\$
Relocation Costs		\$	\$
Holding Costs		\$	\$
Architecture and Engineering		\$	\$
Construction Administration		\$	\$
Application Fee		\$	\$
Environmental/Lead Survey		\$	\$
Marketing		\$	\$
Permits & Fees		\$	\$
Appraisals		\$	\$
Hazard & Builders Risk		\$	\$
Taxes (Property)		\$	\$
Accounting		\$	\$
Legal		\$	\$
Title/Recording		\$	\$
Inspection Fees		\$	\$
<b>Other:</b>		\$	\$
	<b>TOTAL DELIVERY COST</b>	\$	\$
<b>TOTAL AMOUNT OF FUNDS REQUESTED</b>			\$

## D. Performance Measurement Form

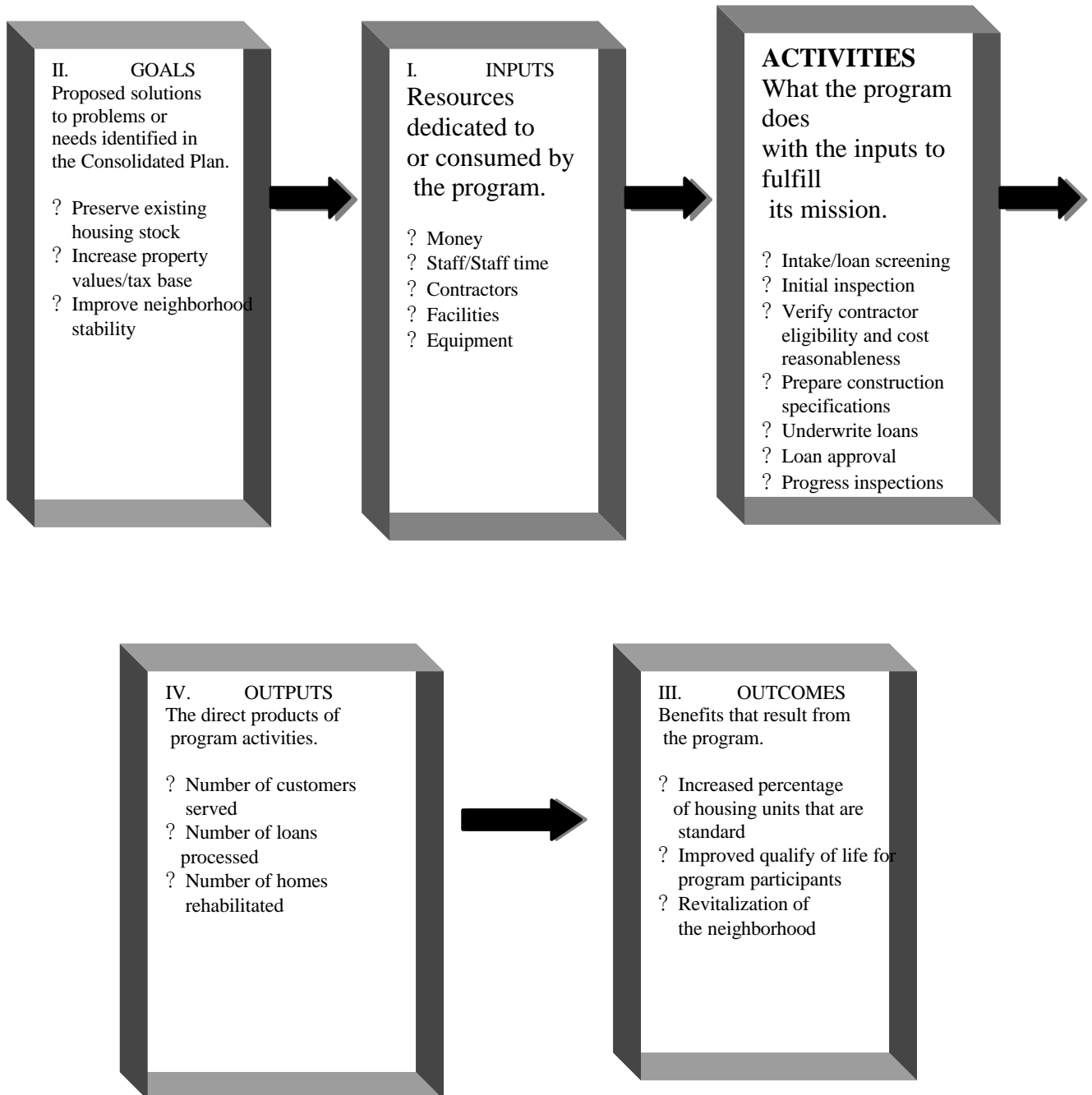
Briefly answer the questions below. Use the background information provided to help you answer the questions.

Information that is provided elsewhere in the application may be repeated in this section. Using “copy and paste” is ok as long as you answer the question that is asked.

1. **GOALS** – Briefly describe future expected outcome of the program/activity.
2. **INPUTS** – Indicate the resources to be used to achieve objectives, e.g., staff, staff time, facilities, equipment, supplies, dollars. Inputs also include constraints on the program, such as laws, regulations and requirements for receiving funds.
3. **ACTIVITIES** - Briefly describe the actual work or services to be provided to clients, residents, homeowners or renters. Activities may include construction or rehabilitation work, direct client services, or administrative functions carried out by an agency.
4. **OUTPUTS** – The quantifiable products of an agency’s activities. They are measurements of the amount of work accomplished. Examples would include the number of low- and moderate-income persons served, the number of households served, or number of units constructed. Connect each output with the activity listed above.
5. **OUTCOMES** – The benefits to individuals, families, organizations and the community resulting from a program or activity. Outcomes are produced during or after their involvement in an activity. The outcomes may be one or more of (1) Availability/Accessibility of services, (2) Affordability of services, or (3) Sustainability (Promoting livable or viable communities). Connect each outcome with the outputs and activities listed above.
6. **OUTCOME MEASUREMENT** – Describe evaluation tools methods and benchmarks to measure achievements of the outcome

## Background Information about Performance Measurement

### What is Performance Measurement?



### **What are the benefits of the outcome and performance measurement form?**

1. It will enable us to see if the activity makes a difference in the lives of people.
2. It will help improve services.
3. It will provide clearer evidence that the resources provided actually produced benefits for people.
4. It will demonstrate to the general public that the activity produces benefits that merit support.

### **What do the performance measurement terms mean?**

**GOALS** describe future expected outcomes. Goals focus on ends, not means to an end.

**INPUTS** are resources an agency uses to achieve objectives, e.g., staff, staff time, facilities, equipment, supplies, dollars. Inputs also include constraints on the program, such as laws, regulations and requirements for receiving funds.

**ACTIVITIES** are the actual work or services provided to clients, residents, homeowners or renter. They may include construction or rehabilitation work, direct client services, or administrative functions carried out by an agency.

**OUTPUTS** are the direct products of an agency's activities. They are measurements of the amount of work accomplished. Examples would include the number of households served, number of units constructed or rehabilitated, or linear feet of sidewalk.

**OUTCOMES** are the benefits to individuals, families, organizations and communities derived from participation in a program or service. Outcomes are produced during or after their involvement in an activity. How are the participant, client, and/or community different following the activity? What was the impact of the activity?

**OUTCOME MEASUREMENT** is the final step. What indicators, verifiable information or data will be used to measure an outcome to see if it was actually attained? These outcome measurements will vary depending on the project. In addition to traditional measures of OUTPUTS, i.e., number of persons served, services provided, etc., OUTCOME language describes the impact of the activity on the client. Outcomes specify a time frame, are measurable, realistic, simple, clear and understandable.

Below are two examples of Outcome Measurements:

- A. In addition to stating that employment and training services were provided to 50 clients (an output), outcome language would state that of those 50 clients receiving employment and training services:
- 10 obtained full-time jobs above minimum wage including benefits and are employed 90 days after placement;
  - 20 obtained permanent full-time jobs at minimum wage without benefits and are employed 60 days after placement;
  - 10 obtained part-time temporary jobs within 30 days in the program;
  - 5 are participating in on-the-job training programs; and
  - 5 remain unemployed after 90 days in the program.
- B. In addition to stating that 20 families received case management services (an output), outcome language would state that of those 20 families receiving case management services within the past 90 days:
- 5 families increased their household income by 20% or more;
  - 4 families obtained safe affordable rental housing;
  - 1 family purchased a home;
  - 3 persons received their General Education Development Test Certification (GED);
  - 1 persons completed the Adult Basic Education (ABE) curriculum;
  - 5 families are currently receiving case management services and are still working toward achieving goals on their case management plans.

## **Examples of Performance Measurement**

### **A HOUSING PROJECT**

#### **GOALS**

PRESERVE EXISTING HOUSING STOCK

#### **INPUTS**

\$85,000 BUDGET

TWO HOUSING INSPECTORS

#### **ACTIVITIES**

FULL HOUSE INSPECTING

COORDINATION WITH WEATHERIZATION PROGRAM

#### **OUTPUTS**

25 HOMES REHABILITATED

#### **OUTCOMES**

25 HOMES REHABILITATED AND BROUGHT TO CITY CODE WITHIN 12 MONTHS AND PASSED CITY HOUSING CODE INSPECTION

#### **OUTCOME MEASUREMENT**

Signed city code inspection record in project files

### **A PUBLIC FACILITIES/IMPROVEMENT PROJECT**

#### **GOALS**

IMPROVE SECONDARY ROADS TO CURRENT CITY STANDARDS

#### **INPUTS**

\$350,00 BUDGET

CITY PROJECT MANAGER

City Park staff

#### **ACTIVITIES**

ENGINEERING BID; CONSTRUCTION BID

Davis-Bacon oversight

#### **OUTPUTS**

1,850 LINEAR FEET OF NEW ASPHALT, CURB, GUTTER AND SIDEWALK ON ONE SIDE OF STREET, 20 TREES PLANTED FOR BEAUTIFICATION

#### **OUTCOMES**

AT COMPLETION OF PROJECT, IMPROVED ROAD RIDE ABILITY, VEHICLE AND PEDESTRIAN SAFETY AND IMPROVE DRAINAGE

#### **OUTCOME MEASUREMENT**

Ride-ability as measured by such devices as City meters.

## **A PUBLIC SERVICES PROJECT**

### **GOALS**

YOUTH WILL HAVE A SAFE PLACE FOR CONSTRUCTIVE AFTER-SCHOOL ACTIVITIES

### **INPUTS**

AGENCY PROVIDES BUDGET OF \$125,000

PROGRAM MANAGER

PART-TIME VOLUNTEER RECRUITER

### **ACTIVITIES**

TUTORING – CHILD MEET WITH VOLUNTEER TUTORS 4 AFTERNOONS PER WEEK FOR 2 HOURS

### **OUTPUTS**

25 CHILDREN RECEIVE INDIVIDUAL TUTORIAL IN AFTER-SCHOOL PROGRAM

### **OUTCOMES**

50% OF THE CHILDREN MAKE HONOR ROLL FOR FIRST TIME AFTER 6 MONTHS OF INDIVIDUAL TUTORING

### **OUTCOME MEASUREMENT**

SCHOOL HONOR ROLL RECORDS AND PROGRESS REPORTS FOR EACH CHILD



## **F. MBE/WBE Contract**

### ***MBE / WBE CONTRACT***

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*(Name of Project)*

#### **COMMITMENT TO COMPLY WITH THE MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAM OF THE CITY OF BALTIMORE**

In consideration for receiving fiscal assistance from or through the City of Baltimore, the Developer covenants and agrees to comply with Article 5, Subtitle 28 of the Baltimore City Code (2000 Edition) regarding participation by Minority Business Enterprises (MBE) and Women's Business Enterprises (WBE) in its development of the project known as:

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Developer covenants and agrees to use all reasonable good faith efforts to meet the following MBE and WBE participation goals for this project as applicable:

#### **CONSTRUCTION**

MBE goal is 27%

WBE goal is 8%

#### **SERVICES**

MBE goal is 17%

WBE goal is 9%

#### **ARCHITECTURAL AND ENGINEERING**

MBE goal is 21%

WBE goal is 13%

Prior to the commencement of construction, Developer agrees to submit to the City written documentation, including executed contracts, service agreements, or utilization commitment forms which shall identify the particular minority and women's business enterprises 1) contracting directly with the Developer, or 2) subcontracting with prime contractors who have contracted directly with the Developer. The executed contracts, service agreements, or utilization commitment forms submitted to the City shall specify the dollar value of the participation, the type of work to be performed, and such other information as may be reasonably required by the City.

In the event that after reasonable and good faith efforts to meet the goals, Developer is able to demonstrate to the satisfaction of the City that sufficient qualified and willing MBEs and WBEs are unavailable in the market area of the project as defined by City law, then the Developer may request a waiver or reduction of the MBE and/or WBE goals.

The City's Minority and Women's Business Opportunity Office (MWBOO), or its successor, is designated to administer the provisions of the law on behalf of the City. Developer shall comply with the rules and regulations of the MWBOO or its successor in meeting the requirements of the law.

**THE UNDERSIGNED DO SOLEMNLY DECLARE AND AFFIRM THAT THEY ARE  
AUTHORIZED TO MAKE THIS COMMITMENT.**

FOR: \_\_\_\_\_

BY: \_\_\_\_\_

BY: \_\_\_\_\_

DATE: \_\_\_\_\_

Chief, Minority and Women's Business Opportunity Office

\_\_\_\_\_  
Anticipated Starting Date of Construction: